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ABSTRACT

This study was conducted to identify critical incidents which presidents, administrators, faculty, and student services personnel reported as examples of effective and ineffective leadership behaviors of community college presidents. Of the 1,491 surveys mailed to personnel at 11 Iowa community colleges, 511 were returned, yielding 709 effective and 582 ineffective critical incidents. Effective critical incidents were in categories such as Addressing Financial Issues, Planning, and Promoting Positive Community Relations; while ineffective critical incidents were in categories such as Failing to Act, Inappropriate Staffing, and Showing Poor Judgment on Financial Issues. Study findings were as follows: (1) presidents, administrators, and faculty all perceived effective leadership as involving the planning and provision for the financial security of community college personnel; (2) administrators, faculty, and student services personnel preferred that presidents communicate with them about their financial security, while the presidents showed less concern with such communication; (3) presidents placed less emphasis on promoting public relations than any of the other groups; (4) presidents and administrators were less concerned than the other groups with the issue of appropriate staffing; (5) personnel, especially faculty, were substantially concerned with presidential action that alienated staff and faculty, while the presidents reported no such concern; and (6) presidents were less concerned than faculty and administrators about the president's failure to act on known problems. Appendixes include personal data on respondents, leadership questionnaire, letters, a list of Iowa's community colleges, and an 181-source bibliography. (WJT)